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CIR 72-0034

7 February 1972

Dr. Albert C. Hall
Assistant Secretary of Defense
(Intelligence)
Room 3E 282
The Pentagon

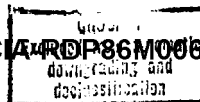
Dear Al:

I am going to try in this letter to give you some more concrete idea of what information I think we will need from you and your program managers to support the DCI's role. Although I will be as specific as I can, this is necessarily going to be an evolutionary process. While the intent of the President's directive is clear enough, there will necessarily be an extended period of experiment before we find the most effective means of discharging the responsibility. Not the least of these will be how we work together with your staff and the program managers. I can only say that we intend to do this in the most cooperative manner I know how and with only one purpose in mind--ultimate benefit to the national intelligence effort.

Perhaps as good a point as any to start this process is to attach for you (Attachment A) a list of regular documentation categories to which we will need to be on distribution. These, as you can see, follow the program process and are focused at the significant decision points. They provide the necessary formal documentation to figures and materials needed to assess the impact of the various decisions on substantive intelligence output. In this connection, I believe the DCI should be advised any time programs are to be subjected to changes (cuts or increases), so that he can make his own input into where and how they are taken. You will note the inclusion of materials on Congressional testimony. This recognizes the DCI's community role before the Congress and thus his need to be aware of Congressional interest in the parts and problems of the community. Here again time will be required before we can settle on an effective procedure for coordination on Congressional matters.

Planning will be an important function of the DCI's role and I feel sure he will need to provide some regular substantive guidance

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to the community from his particular vantage point. To permit this most effectively, his representatives should have appropriate access to the Defense intelligence community's planning groups, and to some of their special reviews and studies.

On the R&D front, I expect we will need access to all information on R&D activity, its purpose and end use where these efforts are related to intelligence. I expect to have a small R&D component on the DCI's staff and I would hope it would have access to the people engaged in R&D programs in Defense, the programs themselves and the essential technical dimensions and costs.

Manpower is another factor with which we will have to be concerned. The disposition patterns across the community are so essential a part of an understanding of major factors which impact on all intelligence programs that we must be aware of these to make any judgments on program alternatives.

Insofar as the Consolidated Intelligence Resource Information System (CIRIS) is concerned, we will expect to put out an annual data call. (The next one will be out shortly.) I would hope to work with your office and the receiver units in the individual programs in patterning this call to the needs of the DCI and to DOD internal requirements. All CIRIS DOD reporting entities will be disseminated in such a way that your office and the program managers will be able to use them and they will relate to the organizational components of the national intelligence program. Perhaps the best way to be more specific on this is to attach a paper on the subject prepared by our Data Support Group (Attachment B).

To give life and meaning to these statistics is the purpose of the contact groups I have discussed with you. I would like to feel they have access to the individual program managers and their staffs, keeping you advised in any manner we should agree is efficient. I do believe this aspect of personal contact is in some ways more important than any avalanche of statistics. I would also hope that they would provide the means for our best understanding of individual program problems and, reciprocally, a view of what the DCI is trying to achieve.

I should like to stress to you that in all this we are not trying to run the programs or to get the DCI and his staff involved in detail just for the sake of it. The DCI's interest will be focused on substance

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and only include numbers because issues can't be tackled or understood without them. His guidance, for example, will only be substantive and would only get into dollars or manpower if he was under instruction from higher authority. In other words, to enable the DCI to discharge what he has been given to do, he must involve himself in all stages of the intelligence community's program and budget process.

When you have had a chance to look this over, would you let me know, as I think we ought to get together shortly thereafter.

Sincerely,

(Signed) Bronson Tweedy

Bronson Tweedy

NIPE:BT:dm

Distribution:

Original - Addressee

- 1 - DCI
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Attachment A

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Documentation categories:

- a. January FYDIP
- b. Other FYDIPs as issued
- c. DOD Fiscal Guidance for all programs
- d. Program manager's Fiscal Guidance (including source documents, if such exist)
- e. Decremental Guidance, if any
- f. Program Manager's Program Objectives Memoranda (for CCP, GDIP, other DOD programs and comparable EXCOM documents for the sensitive programs)
- g. JCS comments on FG and POMs
- h. ASD/I draft CDIPs distributed to PMs (and supporting reference data and rationale)
- i. PM's comments on ASD/I draft CDIPs
- j. ASD/I final draft CDIP and community comments thereon
- k. Preliminary PDM
- l. Reclamas on PDM
- m. Decision on PDM
- n. Program Budget Proposals
- o. Draft Budget and community comments thereon
- p. DOD Budget Decision
- q. Congressional presentations of Program Managers and ASD/I action on Budget. Advise on special congressional briefings, studies, etc., provided on intelligence-related subjects.
- r. Apportionment Requests - both:
 - Continuing Resolution
 - Budget Enactment
- s. Apportionment Decisions
- t. Comparable State and CIA documentation

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4. Form 2812a - This form allocates the resources of each Reporting Entity according to intelligence mission, function, sensor, geographic target and subject target. It is required once a year, based on the control totals of resources identified in the January FYDP. This form covers resource projections for three fiscal years -- the Current Year, the Budget Year, and the 1st Program Year.

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